

## CAROLIN SCHRAMM

4 Mona Rd, London SE15 2JA UK | [carolin.schramm@gmail.com](mailto:carolin.schramm@gmail.com) | +44 7504 359626 | German nationality

- International development consultant specialised in responsible business
- On-the-ground experience in a number of developing economies including Nigeria, Malawi, Zambia, India, Bangladesh and Peru
- Specialist areas include: inclusive business model appraisal and implementation, design and implementation of monitoring & evaluation frameworks and roll out of learning and communication strategies
- Proven track record of successfully managing multi-year international programmes involving multiple stakeholder types from private and public sectors
- Experience in working with a wide range of clients and project partners including impact investors, national and international businesses, bilateral donors, development finance and research institutions
- Strong analytical, coordination, communication and facilitation skills
- Interested in working with companies, investor, donors, NGOs and governments to increase private sector development impact through commercially oriented business strategies

### WORK EXPERIENCE

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|-------------------|--|-----------|
| Mar 2015-present  | <p><b>Ashley Insight, Associate Consultant</b></p> <p>Provision of consultancy advisory and facilitation services to clients in inclusive business. Relevant projects include:</p> <ul style="list-style-type: none"> <li>▪ DFID, Connect to Grow - M&amp;E Manager for the pilot programme that seeks to facilitate innovation transfer and enterprise partnership</li> <li>▪ The World Bank, Innovation Unit - Generation of 30 case studies and database of best practice inclusive business models in education, health, energy, finance, water &amp; sanitation - Technical Expert and Case Study Author for sanitation and last mile distribution</li> <li>▪ UNDP, Business Call to Action - Strategy consulting to support the development of country level activities around public private dialogue and business contribution to the SDGs - Senior Consultant</li> <li>▪ Coffey, SPRING Accelerator - Advising enterprises on business model development and development of pop-up research to improve business value proposition for women and girls - Business Advisor</li> </ul>   | <b>UK</b> |
| Feb 2010-Feb 2015 | <p><b>PwC, Manager, Private Sector &amp; International Development Team</b></p> <p>Provision of international development advisory services to public and private sector clients with a particular focus on inclusive business and impact investment. Major project delivery roles and responsibilities include:</p> <ul style="list-style-type: none"> <li>▪ <i>The Impact Programme – Programme Manager (1.5 years):</i><br/>DFID funded (£165m over 13 years) programme to catalyse the market for impact investment in Sub-Saharan Africa and South Asia, aiming to reach 5m beneficiaries by investing in small enterprises. Responsible for facilitating engagement between the main programme partners (CDC, the GIIN &amp; DFID), overseeing implementation of the programme's Results Framework, and the management of the £7.5m Technical Assistance Facility available for investee companies.</li> <li>▪ <i>Business Innovation Facility – Monitoring &amp; Evaluation Manager (3 years):</i><br/>A £7m DFID funded programme supporting the development and implementation of inclusive business models across Africa &amp; Asia through the provision of technical assistance to ~100 enterprises. Responsible for design and implementation of the M&amp;E framework to assess the socio-economic impacts at project and programme level. Developed research methodology for project deep dives, and brokered partnership with Oxford and Sussex University for joint execution. Led development of online platform to communicate findings and lessons learnt.</li> <li>▪ <i>Innovations Against Poverty – Monitoring &amp; Evaluation Adviser (2.5 years):</i><br/>A Sida challenge fund targeting sustainable business ventures with potential to impact poverty. Adviser to the PwC Sweden team during set up and implementation of a M&amp;E system for the 3-year programme. Oversaw portfolio review and lessons learned communication strategy. Mentored grantees in application of M&amp;E framework.</li> </ul> | <b>UK</b> |

**Other PwC project experiences include:**

- *Major beverage company – Social, economic, and tax impacts in Tanzania, South Africa:* The Project established a methodology to understand the total impact (i.e. social, economic and tax) of the company's operations across Tanzania and South Africa. Responsible for development of the social impact measurement component of the methodology.
- *DFID – Spatial Planning and Low Carbon Development in Papua:* Advised local team on results framework and log frame development
- *PwC Internal Strategy –* Established M&E Hub to streamline results measurement across the international development practice

Feb 2009- Jan 2010	<b>ODI, Research Assistant, Business &amp; Development Programme</b> Organised a meeting series on 'Harnessing the Power of Business for Development' - a joint project of ODI, DFID and Business Action for Africa.	<b>UK</b>
Apr 2008- Feb 2009	<b>Clownfish, Sustainability Consultancy, Strategy Intern</b> Development of communication strategies for international businesses CSR activities	<b>UK</b>
Nov 2006- Sep 2007	<b>Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ), Consultant</b> Organisation and execution of international conferences and workshops including an expert discussion on Climate Change in Cities and a Round Table Meeting on TRIPS & Health.	<b>Germany</b>
Jun 2006- Oct 2006	<b>GIZ, Sustainable Rural Development Programme, Project Assistant</b> Organised a four-week summer school for 40 postgraduate and PhD students from across America to foster the transfer of knowledge between institutions of higher learning and practical development work.	<b>Peru</b> Latin

## EDUCATION

2007- 2009	<b>London School of Economics (LSE), MSc Development Management</b> <i>Key modules:</i> Development Management, Business in the Global Environment, Sustainability: Economy, Business & Technology, Managing Globalisation, Environmental Problems, Politics & Development <i>Research Project:</i> 'Review & Evaluation in Cross Sector Partnerships for Sustainable Development' conducted for the International Business Leaders Forum (IBLF) <i>Thesis:</i> Potential, scope and limitations of corporate contribution to development CASE STUDIES?	<b>UK</b>
2002- 2005	<b>OTA Hochschule, B.A. Business Administration and Management</b> <i>Key modules:</i> Management, Economics, Finance, Marketing, Business Planning, HR & Organisation <i>Thesis:</i> Integrating Corporate Social Responsibility in sustainable human resource management Honoured as best student of class, three-year university scholarship covering fees	<b>Germany</b>

## LANGUAGES

- Fluent: German, English and Italian
- Intermediate: French and Spanish

## SELECTED PUBLICATIONS

- [Supporting SME growth through innovation and partnership – a review of the landscape](#), DFID, Connect to Grow, 2016
- Serafin, R., Stibbe, D., Bustamante, C., Schramm, C. (2008). [Current practices in the evaluation of cross-sector partnerships for sustainable development](#). TPI Working Paper No. 1/2008
- Ashley, C., Ellis, K., Schramm, C. (2009). [Approaches to assessing business impacts on development](#). ODI, DfID, BAA Draft Framework paper
- Ellis, K., Schramm, C., Lemma, A. (2009). The private sector and climate change in developing countries. ODI Blog, November 2009
- Schramm, C., Ashley, C. (2014). [The Monitoring & Evaluation System of the Business Innovation Facility Pilot](#)
- Ashley, C. Harrison, T., Schramm, C. (2014). [The 4Ps of Inclusive Business: How perseverance, partnerships, pilots and passion can lead to success](#).
- Ashley, C. Harrison, T., Schramm, C. (2014). [Adding value to innovation? Lessons on donor support to inclusive business from the Business Innovation Facility pilot](#)
- Schramm, C. (2014). [Impact investing: the new paradigm for poverty reduction?](#), PwC Soundbite